

**Q****How do I coach someone with more seniority than me?**

*You have an employee with more experience in your area than you, and you need an element of their performance or behaviour to improve.*

**Your Coaching Mindset**

- Honour the experience, knowledge and expertise your employee has gained.
- Support their ongoing and future success.
- Work in partnership for their success and the success of the business.
- Remember that it is the *combination* of your employee's knowledge *and* yours that creates success!

**Your Actions**

- Talk with the employee about how to have feedback conversations together – what works, what doesn't work, for each of you.
- Articulate your intention to support your employee's success.
- Identify, articulate and acknowledge what the employee is doing that is working well and getting results.
- Clearly articulate the behavior, approach or outcome that needs to be different in order for the employee to be highly successful.
- Clearly establish and articulate the link between this behaviour/outcome, and what the department or team is working to achieve, and their role in that.
- Give the accountability for change to the employee – and offer assistance and support to the plan they develop to make the change.
- Practice the conversation with a colleague and ask for feedback.

**Your role**

- Respect and honour the employee's expertise, experience and knowledge.
- Be a partner in supporting their ongoing success.
- Care for the employee both as a person and as a contributing member of the team.
- Be clear and concise in your feedback and never have your employee try to figure out what it is you want to say.
- Follow-up the conversation with ongoing check-ins and feedback to actively support progress and to demonstrate your commitment to the employee's success and that of the team or department.